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MARINE CORPS ORDER 4000.56

From: Commandant of the Marine Corps
To: Distribution List

Subj: MARINE CORPS POLICY ON DEPOT MAINTENANCE CORE CAPABILITIES

Ref: (a) National Defense Authorization Act for Fiscal Year 1998,
Section 356
(b) DoD 5000.2R
(c) MCDP 4, Marine Corps Doctrinal Publication
(d) UM 4400.123
(e) Joint Publication 1-02, DoD Dictionary of Military and
Associated Terms
(f) Marine Corps Reference Publication 5-12C

Encl: (1) CORE Methodology With Instructions

1. Purpose. To publish Marine Corps policy on establishing the minimum depot maintenance CORE capabilities required to ensure that contingency operations are not compromised due to a lack of essential depot maintenance support.

2. Background

a. Reference (a) requires Department of Defense (DoD) activities to maintain a CORE logistics capability. CORE capability was defined by DoD in a joint working group. The enclosure provides the CORE methodology with instructions that calculate the CORE number. This methodology was accepted and approved by the Office of the Secretary of Defense (OSD).

b. Reference (a) directs CORE include those capabilities that are necessary to maintain and repair the weapon systems and other military equipment (including mission essential weapon systems of materiel) as necessary to enable the armed forces to fulfill the strategic and contingency plans. Those CORE logistics capabilities must be established not later than 4 years after receiving initial operational capability. Excluded are systems and equipment under special access programs, nuclear aircraft carriers, and commercial items that are identified by the Secretary, in consultation with the Joint Chiefs of Staff (JCS).

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3. Information

a. CORE is defined as: "that capability within organic depots to meet readiness and sustainability requirements of the JCS contingency scenarios, to minimize risks and to retain only the minimum facilities, equipment and skilled personnel necessary to ensure a ready and controlled source of required technical expertise." CORE is expressed as the minimal capacity in direct labor hours (DLH) needed to meet the definition. Retention of CORE is a readiness enabler, providing combat materiel support that is rapid, flexible, and expandable to meet total force requirements and not related to depot maintenance civilian end strength requirements.

b. Reference (b) directs the acquisition community to maximize the use of the private sector for the maintenance and support of new weapon systems for non-CORE related workload. The policy states:

"It is DoD policy to maintain adequate organic CORE depot maintenance capabilities to provide effective and timely response to surge demands, ensure competitive capabilities, and sustain institutional expertise. Support concepts for new and modified systems shall maximize the use of contractor-provided, long term, total life cycle logistics support that combines depot level maintenance for non-CORE related workloads along with wholesale and selected retail materiel management functions. Best value over the life cycle of weapon systems and use of existing contractor capabilities, particularly while the system is in production, shall be key determinants in the overall decision process. The program manager (PM) shall provide for long term access to data required for competitive sourcing of systems support throughout its life cycle."

c. Reference (c) directs that the Marine Corps possess certain CORE logistics capabilities across the three levels of logistics- Strategic, operational, and tactical.

d. Depot Level Repairable Equipment List is defined as designated items that are of such importance that they are subject to continuous monitoring and management at all levels of command. These items are identified by Table of Authorized Materiel Control Number (TAMCN) and quantities. That materiel which is authorized, assigned and available to combat, combat support, combat service support, and combat readiness training forces to accomplish their assigned missions. The equipment which would be immediately employed to destroy the enemy or the enemy's capability to continue war; provide battlefield

protection of personnel; communicate under war conditions; detect, locate and maintain surveillance over the enemy; and permit combat transportation and support of personnel and materiel. References (d) through (f) apply.

e. The Marine Corps applies two calculations: a basic CORE calculation and a total organic capacity requirement calculation that permits the inclusion of additional workload as a result of economy/efficiency and best value analysis decisions.

4. Responsibilities

a. Deputy Chief of Staff for Installations and Logistics (DC/S I&L).

(1) Update CORE policy as necessary.

(2) Oversee CORE calculation process.

(3) Publish annually the current Depot Maintenance CORE computation determined by Commander, Marine Corps Materiel Command (COMMARFORMATCOM).

(4) In coordination with Marine Corps Materiel Command (MARFORMATCOM), Marine Forces, and other advocates - Ground Combat Element, Command Element, develop the Depot Level Repairable Equipment List, as defined in paragraph 3d, above, in support of JCS Contingency Scenarios (block A-1 of figure 1).

b. Deputy Chief of Staff for Plans, Policies and Operations (DC/S PP&O). As the Ground Combat Element/Command Element advocate, assist the DC/S I&L/Combat Service Support Element advocate in determining the Depot Level Repairable Equipment List (block A-1 of figure 1).

c. COMMARFORMATCOM, Albany, Georgia.

(1) Ensure CORE requirements are calculated in compliance with approved OSD CORE methodology and readiness/sustainability requirements of JCS contingency scenarios (figure 1).

(2) Ensure CORE calculation procedures are published and updated as necessary.

(3) Document the process and data validity used to calculate CORE.

(4) Ensure that CORE requirements complement approved warfighting capabilities.

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(5) Review CORE capability requirements on a regular basis or when the Commandant of the Marine Corps dictates. This review must be conducted a minimum of every 2 years. However, an annual computation permits the use of CORE calculations during life cycle management planning and annual budget preparation.

(6) Responsible agent to select an appropriate depot source of repair for weapon systems that satisfy core definition. The MARCORMATCOM will ensure CORE capabilities are fully covered for both new weapon systems and replacement/upgrade of existing CORE weapon systems.

d. Marine Corps Operating Forces (MARFOR). Provide Depot Level Repairable Equipment List in support of JCS scenarios to the Logistics advocate/Combat Service Support Element advocate (block A-1 in figure 1).

5. Reserve Applicability. This Order is applicable to the Marine Corps Reserve.



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CORE METHODOLOGY WITH INSTRUCTIONS

Issue: Methodology for Calculating Depot Maintenance CORE Requirements

Description: The DoD CORE policy provides a sound basis for identification of the depot maintenance capabilities required to ensure a ready and controlled organic source of technical competence. In order to efficiently maintain these CORE capabilities, organic depot facilities, equipment, and personnel resources are used to accomplish a broad range of depot maintenance workload in support of peacetime operations. Most of this workload involves the overhaul or repair of weapon systems and their components identified in the JCS scenarios. Such work often includes fabrication of parts, when not readily available from normal sources. Modifications on selected systems are accomplished, as necessary and appropriate, in conjunction with CORE workload requirements. Organic workload also includes "best value" (no economical private sector source), "only source of repair" (no qualified or interested private sector source), and other workloads needed to satisfy statutory requirements. In sizing the organic base to match CORE requirements, the use of a single shift, 40-hour workweek standard preserves the depot's capability to effectively respond to surge requirements via expanded work hours or additional shifts during emergency operations.

Policy: Required depot CORE capabilities, and the maintenance workloads needed to sustain these capabilities, will be calculated by each DoD component, and all the individual DoD component CORE requirements will be aggregated to determine overall DoD CORE requirements. The methodology to be used in calculating required depot maintenance core capabilities, and the workloads needed to sustain these capabilities, are depicted in figure 1.

Standard workload-driven methodologies for calculating manpower requirements will be used to size the CORE organic depot workforce. These methodologies should consider the variances in peacetime and wartime personnel resource availability, and employ a total force approach which ensures that the number of systems/platforms and work packages, factors, and other criterion are consistent with those used to size military units in the force structure. In addition, methodologies used to determine wartime manpower requirements should be structured to ensure that depots can accommodate required workloads within the time

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constraints imposed by JCS scenarios. Furthermore, manpower levels should provide an adequate inventory of each occupation and experience level to satisfy projected essential mobilization or wartime surge demands that cannot be met with personnel acquired after mobilization.

CORE capabilities, and the workloads required to support these capabilities, must be periodically adjusted as a result of factors such as force structure changes, introduction of new weapon systems, aging or modification of existing weapon systems, added capabilities of the private sector, or even changes in battle doctrine to counter emerging threats. For these reasons, CORE requirements must be reviewed on a regular basis. These reviews should be conducted every 2 years, or more frequently when the situation dictates.

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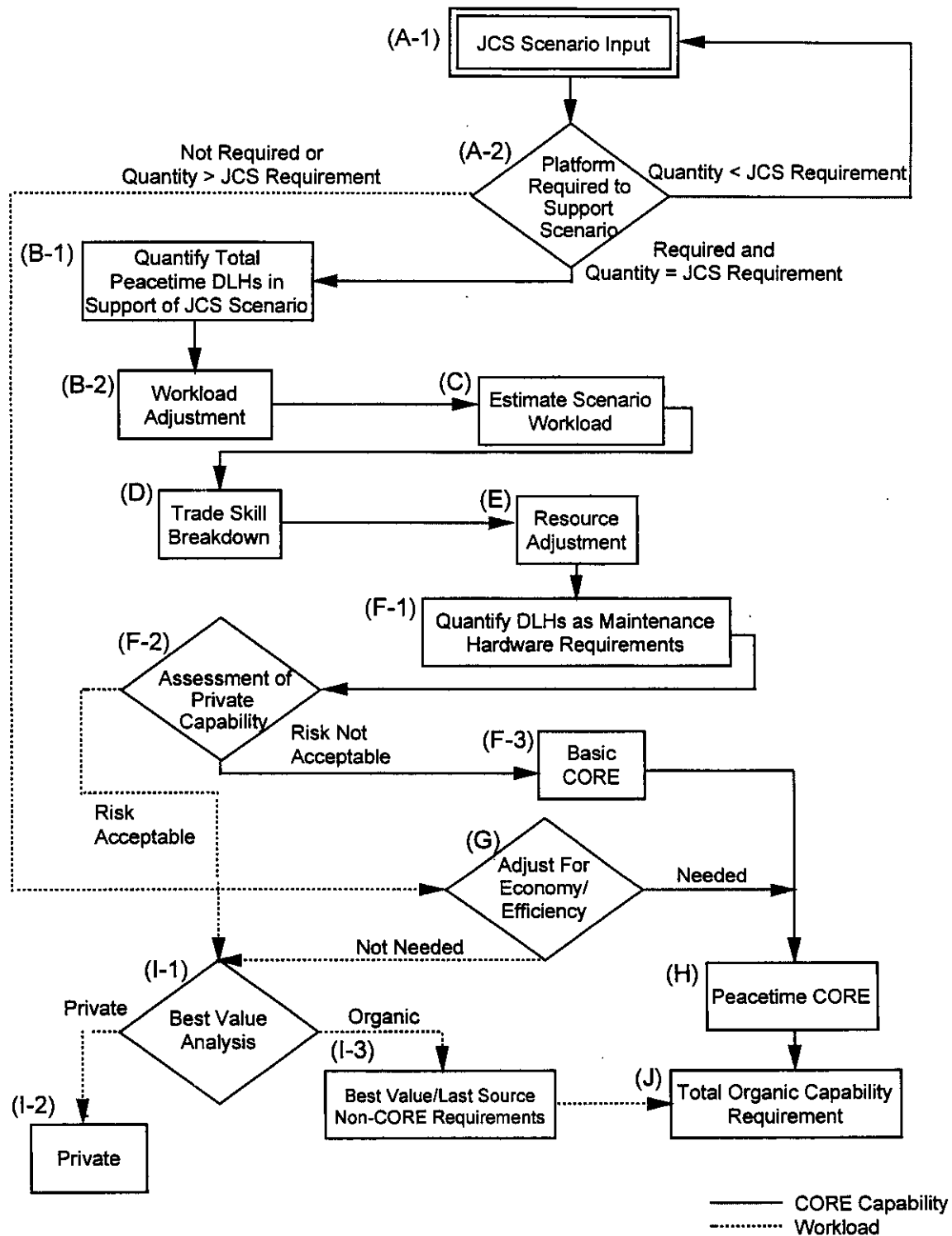


Figure 1. CORE Methodology With Instructions.

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Instructions for Calculating CORE Requirements

- * BLOCK A-1 - JCS SCENARIO INPUT. The determination of the total DoD organic depot-level capability shall be based on the JCS combat contingency scenario(s) and Defense Planning Guidance. Each services' required organic capabilities, expressed in DLH's, may vary according to their respective roles in support of the JCS scenario(s).
- * BLOCK A-2 - PLATFORM REQUIRED TO SUPPORT SCENARIO. Each service shall determine the specific platform (e.g., Abrams A-1 tank, F-14, F-15) required to support the selected JCS scenario. If the platform is required, quantify and Compare the scenario requirements with the respective total Active inventories to identify any inadequacies. If the platform quantity is not available, notify JCS. If the platform quantity is available and equal to the JCS requirement, go to Block B-1 (Quantify Total Peacetime DLH's in Support of JCS Scenario). If the platform quantity is greater than the JCS scenarios requirement, enter the amount equal to the JCS scenarios requirement in Block B-1 (Quantify Total Peacetime DLH's in Support of the JCS Scenario), and enter the amount greater than the JCS Requirement in Block G (adjust for economy/efficiency). If the platform is not required, go to Block G (Adjust for Economy/Efficiency).
- * BLOCK B-1 - QUANTIFY TOTAL PEACETIME DLH'S IN SUPPORT OF JCS SCENARIO. Determine the peacetime DLH's for those platforms necessary to support the JCS scenario. This is accomplished by dividing the JCS scenario platform requirements by the occurrence factor (e.g., number of years between return to depot) multiplied by the platform work package/norm (based on the roles of that platform in support of the JCS scenario).
- * BLOCK B-2 - WORKLOAD ADJUSTMENT. Adjust workload for experience and scenario driven factors. Develop scenario workload experience for those quantities passed from B-1 (Quantify Total Peacetime DLH's in Support of JCS Scenario). Use either a composite, weighted average or platform specific factor to consider readiness, sustainability, and/or return to peacetime readiness in these calculations. Specific workload factors shall be

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determined by compiling available information from scenario models (which include factors for platform OPTEMPO, attrition, etc.), occurrence factors, historical peacetime/wartime reliability and maintenance factors (e.g., DESERT SHIELD/DESERT STORM), and other scenario driven factors.

- * BLOCK C - ESTIMATE SCENARIO WORKLOAD. Estimate workload based on readiness/sustainability requirements. Using the information from Block B-2 (Workload Adjustment), determine the scenario-related workload in DLH's.
- * BLOCK D - TRADE SKILL BREAKDOWN. Determine depot skills required. Using Block C (Estimate Scenario Workload) as a basis, identify the depot-level capabilities by skill required to support the scenario-driven platforms and associated workload. This breakdown is not part of the numerical calculation.
- * BLOCK E - RESOURCE ADJUSTMENT. Adjust for depot surge capacity by applying a service-derived value to Block C (Estimate Scenario Workload) to reduce the scenario workload to peacetime staffing required DLH's. This adjustment should reflect the ability of the depot work force to surge through the use of overtime and additional workdays to meet emergent requirements.
- * BLOCK F-1 - QUANTIFY DLH'S AS MAINTENANCE HARDWARE REQUIREMENTS. Divide the quantity of DLH's from Block E (Resource Adjustment) by the platform work packages/norms to establish the maintenance hardware requirements.
- * BLOCK F-2 - ASSESSMENT OF PRIVATE CAPABILITY. If the capability associated with a specific maintenance hardware requirement is needed to support the service secretary's organic industrial base required for readiness and control, go to Block F-3 (Basic CORE). If not, conduct a risk assessment to determine whether maintenance sources exist in the private sector to support the platform/hardware requirement. This assessment shall consider criteria such as: (1) Do Private sources exist that are economical and possess the Maintenance capability and capacity to do the work? (2) Have private sources demonstrated proven past performance? At a minimum, the criteria listed on

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appendix A will be considered. If the assessment determines that the private sector can provide the required capability with acceptable risk, reliability and efficiency, then go to Block I-1 (Best Value Analysis). If not, then go to Block F-3 (Basic CORE).

- * BLOCK F-3 - BASIC CORE. Compute basic CORE by subtracting the value of the requirements routed to Block I-1 (Best Value Analysis) as a result of the risk assessment performed in Block F-2 (Assessment of Private Capabilities) from the total requirements reflected in Block E (Resource Adjustment).
- * BLOCK G - ADJUSTMENT FOR ECONOMY/EFFICIENCY. Ensure that the required minimum CORE support is not exorbitantly and prohibitively expensive by examining capability utilization and applying efficiency factors to optimize throughput and effectively utilize available personnel. These economy and efficiency adjustments must be constrained by the number of personnel required to accomplish requirements identified in Block F-3 (Basic CORE). Examine the maintenance requirements for the platform types passed from Block A-2 (Platform Required to Support Scenario) for potential augmentation of like platforms/commodities or to improve economies of scale. If needed, go to Block H (Peacetime **Core**). If not needed, go to Block I-1 (Best Value Analysis).
- * BLOCK H - PEACETIME CORE. Enter the sum of Block F-3 (Basic CORE) and Block G (Adjust for Economy/Efficiency).
- * BLOCK I-1 - BEST VALUE ANALYSIS. Business case analysis and/or formal competition (including public/private competition) will normally be used to determine best value. If private, go to Block I-2 (Private) or if organic, go to Block I-3 (Last Source/Non-CORE Requirements).
- * BLOCK I-2 - PRIVATE. Enter total requirements for those platforms passed from Block I-1 (Best Value Analysis) for support by the private sector (contracted out).
- * **BLOCK I-3 - BEST VALUE/LAST SOURCE NON-CORE REQUIREMENTS.** Enter requirements passed from Block I-1 (Best Value Analysis) for support by an organic source and any additional adjustments required by policy or law (e.g.,

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adjustments necessary to satisfy the National Defense Authorization Act for FY 1998 "50/50" requirements).

- * BLOCK J - TOTAL ORGANIC CAPABILITY REQUIREMENT. Enter the sum of Block H (Peacetime CORE) plus Block I-3 (Best Value/Last Source Non-CORE Requirements) to determine annual organic workload consistent with JCS scenario requirements, expressed in DLH's.

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